

The interplay between stakeholder pressure and CSR practices for the sustainable longevity of family SMEs

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Abstract

This study investigates the direct and indirect effects among stakeholder pressure, corporate social responsibility (CSR) practices, and the sustainable longevity of family firms. Data were collected from 274 certified Tunisian manufacturing family SMEs. The research model was tested using Generalized Structured Component Analysis (GSCA) in SmartPLS 4. Results indicate that primary stakeholder pressure influences CSR practices and sustainable longevity of family firms, whereas secondary stakeholders have not significant influence on these relationships. Furthermore, results suggest that CSR practices partially mediates the impact of primary stakeholder pressure on sustainable longevity of family SMEs. These findings provide several implications for both theory and practice.

Keywords: CSR practices, Family SMEs, Stakeholder pressure, sustainable longevity.

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1. Introduction

Corporate Social Responsibility (CSR) has evolved from a peripheral concern to a central element of corporate strategy, reflecting firms' efforts to integrate economic, environmental, and social objectives into their decision-making processes (Awa *et al.*, 2024). In recent years, CSR research has increasingly considered the specificities of family-owned businesses, yet most contributions still focus on large enterprises in developed economies (Lechuga Sancho *et al.*, 2020; Häußler & Ulrich, 2024). Consequently, family SMEs in developing contexts remain under-represented in CSR literature, despite their major role in employment and community welfare (Mariani *et al.*, 2023).

Family SMEs differ significantly in governance, size, and managerial values, leading to heterogeneous CSR engagement levels (Fehre & Weber, 2019; Stübner and Jarchow, 2023). These differences influence how such firms perceive and react to stakeholder pressure—a key driver of responsible behavior (Singh and Mittal, 2019). Empirical evidence on how stakeholder pressure affect CSR implementation in family SMEs is still limited and requires further investigation (López-González *et al.*, 2018; Rudyanto and Siregar, 2018; Singh and Mittal, 2019; Stübner and Jarchow, 2023; Mariani *et al.*, 2023).

In this article, we have adopted stakeholder theory and, more specifically, Freeman's (2010) perspective in order to capture an overview of the impact of each stakeholder group (primary and secondary) in explaining CSR practices in family SMEs. Additionally, the current body of literature examining CSR outcomes in private family firms is limited (Mariani *et al.*, 2023; Stock *et al.*, 2023). Few studies have empirically investigated its implications in terms of sustainable longevity (Shabir *et al.*, 2020). This is a major gap, considering that the survival of family SMEs involves not only maximizing profits but also generating adequate reciprocities with related communities and stakeholders. CSR practices in relation to the longevity of family firms were increasingly important (Yáñez-Araque *et al.*, 2021). This article responds to a call for further research on the extent to which CSR practices improve family business longevity (Stock *et al.*, 2023, p 14). Based on the identified gaps, we combine insights from stakeholder theory and family business literature to extend our knowledge in terms of the relationships between CSR practices, stakeholder pressure, and sustainable longevity in family SMEs.

This study enhances and expands Stakeholder theory within the context of family SMEs in Tunisia, a developing economy that is underrepresented in the CSR literature. The structure of family firms in Tunisia provides an opportunity to examine the diverse roles of stakeholders in the implementation of corporate social responsibility and to identify the most influential stakeholder group. This article is organized as follows: Section 2 offers a detailed discussion of the theoretical background and hypotheses. Section 3 outlines the methodology, while

section 4 presents the results. The final section discusses the implications and limitations of the current study and suggests areas for future research.

2. Theoretical Background and hypotheses development

The sustainable longevity of family firms refers to Napolitano *et al.*'s (2015) study of the 'integrated framework of business longevity', which was later conceptualized and operationalized by Shabir *et al.* (2019). Based on the Resource-Based approach, the theoretical basis of this concept suggests that a firm's stock of available resources and firm-specific assets enable it to achieve sustainable competitive advantage in the long term (Wernerfelt, 1995). Sustainable longevity of family firms is defined as the characteristics, capabilities and strategies that a firm needs in order to survive (Shabir *et al.*, 2019). The characteristics and internal determinants of sustainable longevity can be categorized into five areas: strategic perspective; customer orientation; availability of strong financial resources; and specific internal capabilities. In addition, the ability to learn and growth are factors that can contribute to the sustainability of family firms (Shabir *et al.*, 2019). However, the conceptual framework of sustainable longevity does not embrace stakeholder relationships. Thus, it is argued that the firm's attitude and response toward its stakeholders play a vital role in the organizational success and survival (Manzaneque-Lizano *et al.*, 2019).

According to Stakeholder theory, a firm's sustainable growth is based on the integration of all the interests of its stakeholders, with the aim of creating value (Freeman *et al.*, 2010; Awa *et al.*, 2024). Family firms have a greater incentive than other organizations to ensure the satisfaction of all stakeholders, assuming a set of challenges and prioritizing the most important ones (Mitchell *et al.*, 2011; López-González *et al.*, 2018). Stakeholder theory serves as a significant extension and provides a new platform for the development of the CSR research. It focuses on businesses that engage in socially responsible activities aimed at benefiting stakeholders and society as a whole (Dmytriiev *et al.*, 2021; Awa *et al.*, 2024). While stakeholder theory posits that organizational survival depends on addressing stakeholder expectations (Freeman *et al.*, 2010).

2.1. Stakeholder pressure and CSR practices in family SMEs

Stakeholders can have different levels of salience, legitimacy, and power over a family firm. They can exert pressure on family firms in different ways, according to their own interests (Singh and Mittal, 2019; Barakat *et al.*, 2020). Several studies have shown that primary stakeholders (owners, customers, suppliers, creditors, and employees) exert positive pressure on family firms' decisions because of their direct and reciprocal relationships with companies' operations. The competitiveness of SMEs depends heavily on the conditions agreed upon by their primary stakeholders (Singh and Mittal, 2019; Barakat *et al.*, 2020; Rubio-Andrés *et al.*, 2023). Primary stakeholders, such as owners and employees, exert more pressure to adopt social practices by family SMEs (Barakat *et al.*, 2020; Stübner and Jarchow, 2023). An analysis of the responsible practices of family SMEs towards secondary stakeholders (communities, non-governmental organizations and media), shows that programmes targeting these stakeholders are more limited than those targeting primary stakeholders. As secondary stakeholders do not engage in direct economic exchanges with companies, they have little formal contractual power over them (Singh and Mittal, 2019). Consequently, family firms' decisions to implement CSR practices are not significantly influenced by secondary stakeholders, which may explain why companies do not respond to their demands (Helmig *et al.*, 2016; Singh & Mittal, 2019). However, this result is debated in the literature, as some studies suggest that family SMEs' commitment of CSR is positively influenced by secondary stakeholders, such as the local community/society, in order to address environmental issues (Fitzgerald *et al.*, 2010; Vu *et al.*, 2023). Therefore, we propose the following hypotheses:

H1a. Primary stakeholder pressure positively influences CSR practices in family SMEs

H1b. Secondary stakeholder pressure positively influences CSR practices in family SMEs

2.2. CSR practices and sustainable longevity of family SMEs

Recent research has shown that CSR practices improve customer loyalty and promote business longevity (Le *et al.*, 2021). Customer-focused CSR practices include responding to complaints promptly and systematically, providing comprehensive information about products, and designing products in line with customers' needs. Thus, CSR practices are a key factor in achieving a sustainable competitive advantage and are motivated by the desire to improve the survival of family firms (Stübner and Jarchow, 2023). Moreover, the fairness of family firms in the workplace for employees, and the local community can benefit them by preserving their reputation

and improving their long-term survival (Samara and Arenas, 2017; Gangi et al., 2022). Thus, other studies have shown that the implementation of CSR practices in family firms maximizes their financial performance and contributes to their longevity (Antheaume et al., 2013; Shabir et al., 2020; Gangi et al., 2022). Hence, we propose the following hypothesis:

H2. CSR practices positively influences the sustainable longevity of family SMEs.

2.3. Stakeholder pressure and sustainable longevity of family SMEs

Stakeholders are defined as groups "on which the organization is dependent for its continued survival" (Mitchell et al., 2011). The combined influence of primary and secondary stakeholder pressures enhances firm profitability and productivity through a positive reputation and customer satisfaction, thereby promoting long-term survival (Shabir et al., 2020). Stakeholder pressure motivates family SMEs to implement long-term strategies that align with the interests of key stakeholders. Owners, employees, creditors, and key customers represent primary stakeholders whose expectations shape strategic decision-making within these firms. By prioritizing their needs, family SMEs foster trust and commitment, which are critical for sustaining competitive advantage and ensuring business continuity over time (Manzanaque-Lizano et al., 2019). Additionally, secondary stakeholder pressure, including expectations from the community, motivates family SMEs to implement sustainable practices that contribute to their long-term viability (Broccardo et al., 2019; Singh and Mittal, 2019). However, other research suggests that primary stakeholders are more essential than secondary stakeholders for the survival of family firms (Helmig et al., 2016).

The sustainable longevity of family SMEs is indirectly influenced by CSR practices through the lens of stakeholder theory, which highlights the critical role of managing diverse stakeholder interests to ensure long-term business survival (Mitchell et al., 2011). Stakeholder pressure is the key driver for adopting more socially and environmentally responsible practices in family SMEs, thereby enhancing their performance and sustainability (Helmig et al., 2016; Broccardo et al., 2019; Singh and Mittal, 2019; Berniak-Wozny et al., 2023; Stübner and Jarchow, 2023; Cuong et al., 2025). We, therefore, suggest that:

H3a. Primary stakeholder pressure positively influences the sustainable longevity of family SMEs

H3b. Secondary stakeholder pressure positively influences the sustainable longevity of family SMEs

H4a. Primary stakeholder pressure positively influence sustainable longevity of family SMEs through CSR practices.

H4b. secondary stakeholder pressure positively influence sustainable longevity of family SMEs through CSR practices.

Based on stakeholder theory applied to family businesses, the empirical evidence of previous papers as well as the theoretical foundation of the concept of sustainable longevity. This study aims to present a theoretical framework (Figure 1) linking the primary and secondary stakeholder pressure and their CSR practices to their ability to maintain sustainable longevity.

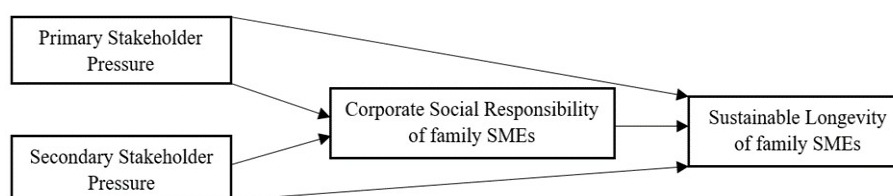


Figure 1. Theoretical framework

3. Method

3.1. Sample and data collection

Tunisia's formal manufacturing sector includes 3307 Small and Medium-sized enterprises (SMEs) with between 10 and 200 employees (Agency for the Promotion of Industry and Innovation, 2024). Manufacturing SMEs are particularly concentrated in the coastal and central-eastern regions and generate approximately 85% of Tunisia's

GDP (OCDE, 2019). We selected industrial firms with at least one certification, whether related to the economic dimension and the quality management system, environment, employee social security, or social responsibility. Certified companies guarantee their commitment to CSR practices (Ben Hassine and Ghozzi-Nékhili, 2013). In addition, the certification criterion is easily identifiable in the database of Tunisian companies, where there are 1111 industrial certified businesses (Agency for the Promotion of Industry and Innovation, 2024). Due to the lack of a national database and official statistics on family firms in Tunisia, we use snowball sampling to select family firms. Two criteria were used to determine the family nature of the enterprises: majority or total family ownership, and the presence of at least two family members in managerial positions (Grissa and Lakhal, 2023). Using these criteria, mailing was sent to approximately 80% of these companies (i.e., a list of 900 certified family SMEs operating in various types of industry). Data were collected from managing directors via online and telephone surveys. A total of 274 complete responses were received, yielding a response rate of 30.4%.

3.2. Measures

To measure the dependent variable “sustainable longevity of family SMEs,” we adopted the second-order reflective compound of Shabir et al., (2019), relating to strategic perspective, customer orientation, financial strength, internal capabilities, and learning and growth perspectives. To measure CSR practices in family SMEs, we adopted the scale developed by Lechuga Sancho et al., (2020), relating to environment, customers, employees and local community. To operationalize stakeholder pressure on stakeholder-based CSR practices, we adopted the measurement scale developed by Singh and Mittal (2019) related to primary and secondary stakeholder pressure. More detailed information on the constructs, dimensions and items of the various scales can be found in the appendix.

4. Data analysis and Results

Smart PLS version 4 was used to run the generalized structured component analysis (GSCA). GSCA fully maintaining all the advantages of PLS-SEM (e.g., non-normal data, small sample size, hierarchical models...) and, further provided fit indices compared to PLS-SEM (Cho et al., 2020). Measurement and structural models were assessed according to the guidelines provided by Hair et al., (2022), and fit indices for model evaluation.

4.1. Assessment of measurement model

Table 1 shows the results for convergent validity obtained for the first-order construct measurement models. The results from the most relevant indicators: composite reliability (ρ_c) and Average Variance Extracted (AVE) showed that the items representing the various aspects of a concept had a high correlation with each other as well as with other dimensions of the same concept. Thus, the convergent validity was confirmed. The discriminant validity of the datasets was analyzed using the HTMT ratio of correlations. Table 2 shows that all discriminant values for second-order constructs did not exceed the thresholds of HTMT 0.85, according to Hair et al., (2022). Therefore, discriminant validity was established, indicating that the constructs were different and appropriate for estimating the parameters of the structural model.

Table 1. Convergent validity of constructs

Constructs	Dimensions/ Items	Loading	ρ_c	AVE
Sustainable longevity of family SMEs	Customer Orientation		0.822	0.541
	CO2	0.740		
	CO4	0.833		
	CO6	0.810		
	Financial Strength		0.866	0.528
	FS2	0.839		
	FS3	0.837		
	FS4	0.803		
	FS5	0.749		

Corporate Social Responsibility of family SMEs	Internal Capabilities	0.818	0.602
	IC1	0.754	
	IC2	0.880	
	IC4	0.680	
	Learning and Growth	0.845	0.579
	LG1	0.771	
	LG3	0.849	
	LG4	0.768	
	Strategic Perspective	0.873	0.632
	SP1	0.813	
	SP2	0.768	
	SP3	0.814	
	SP4	0.783	
	Local Community	0.903	0.755
	LC1	0.893	
	LC3	0.881	
	LC5	0.833	
	Customers	0.906	0.763
	CUST2	0.884	
	CUST3	0.932	
	CUST4	0.799	
	Employees	0.909	0.714
	EMP1	0.761	
	EMP2	0.854	
	EMP4	0.890	
	EMP6	0.870	
Primary Stakeholder Pressure	Environment	0.897	0.640
	EVT2	0.855	
	EVT7	0.847	
Secondary Stakeholder Pressure	EVT8	0.845	
	Shareholders	0.967	
	Creditors	0.969	0.968
	Government	0.849	0.938
	Media	0.823	
	Communities/ society	0.884	0.844
			0.730

Note: $\rho_c > 0.7$ AVE > 0.5

Table 2. Discriminant validity

	Primary Stakeholder Pressure	Secondary Stakeholder Pressure	Corporate Social Responsibility	Sustainable Longevity
Primary Stakeholder Pressure				
Secondary Stakeholder Pressure	0.767			
Corporate Social Responsibility	0.728	0.766		
Sustainable Longevity	0.376	0.398	0.397	

4.2. Assessment of structural model

The validation of a structural model requires the test of collinearity between the internal constructs and the use of model fit criteria as presented in the following. Collinearity statistics fall below the thresholds ($VIFs < 3$) which indicated no collinearity in the model (Table 3). The R^2 value for the dependent variable (sustainable longevity) is 0.320, indicating moderate explanatory power of the model. The R-squared value for the CSR practices construct is 0.687, which is described as substantial (Hair et al., 2022). The model's effect size shows the extent to which an exogenous construct contributes to an endogenous latent variable (Hair et al., 2022). The values of effect size (f^2) indicate that primary stakeholder pressure has a large effect size on CSR practices (0.885), and sustainable longevity of family SMEs (0.703). Secondary stakeholder pressure has no effect on CSR practices (0.033), and sustainable longevity of family SMEs (0.049). Indeed, CSR practices generate a medium effect size (0.179) on the sustainable longevity in family SMEs (Table 3).

For the path coefficients and their statistical significance, the results (table 3) showed that H1a and H3a were supported. Primary stakeholder pressure was significant related to CSR practices and the sustainable longevity of family SMEs. The empirical results revealed a significant positive effect of CSR practices on the sustainable longevity of family SMEs, and the relationship is in the expected direction (H2). All hypotheses (H1a, H3a, and H2) are significant via the indirect effect. The bootstrap of the confidence intervals indicated that zero does not exist between the minimum value (0.145) and the maximum value of the confidence intervals (0.353). So, the existence of mediation is confirmed (H4a). The degree of mediation (full or partial) was evaluated by the equation of "VAF" (Variance Accounting For). It is the ratio of the indirect effect to the total effect (Nitzl et al., 2016). $VAF = 0.264 \div (0.609 + 0.264) = 0.3024$ (30.24%). This value between 20 and 80% indicates partial mediation (Nitzl et al., 2016). We therefore conclude that CSR practices partially mediates the relationship between primary stakeholder pressure and the sustainable longevity of family SMEs since both the direct and the indirect effects are significant. Therefore, H1b and H3b were rejected. Secondary stakeholder pressure was not significant relating to CSR implementation and sustainable longevity of family firms. Furthermore, the indirect effect (H4b) is not significant, indicating no-effect nonmediation.

Table 3. Results for structural model

	Hypotheses	Original sample	T-values	P-values	2.5% - 97.5% BCa CI	f^2	VIFs	Decision
Direct effect	H1a	0.816	13.442	0.000**	0.687 , 0.924	0.885	1.496	Confirmed
	H1b	0.110	1.304	0.192*	-0.047 , 0.280	0.033	1.496	Rejected
	H2	0.323	5.309	0.000**	0.180 , 0.422	0.179	1.000	Confirmed
	H3a	0.609	11.973	0.000**	0.762 , 0.991	0.703	1.080	Confirmed
	H3b	0.040	0.483	0.629*	-0.126 , 0.197	0.049	1.080	Rejected
Indirect effect	H4a	0.264	4.867	0.000**	0.145 , 0.353	-	-	Confirmed
	H4b	0.035	1.182	0.237*	-0.017 , 0.100	-	-	Rejected

Note: ** $P < 1\%$ (T-values > 2.57) * non-significant

4.3. Evaluation of the overall model (Goodness of fit)

Based on the GSCA algorithm, it is crucial to assess the overall model fit in order to validate the structural model. Various global fit indices from SMART PLS4 provide insight into how well the model fits the data:

- SRMR values close to 0 both indicate a good fit. For this model, the SRMR value was 0.072, which was marginally above the acceptable cutoff of 0.08, suggesting a good fit
- FIT measures the total variance of all models (constructs and indicators). A FIT value of 0.521 indicates that the model explained 52% of the diversity of data from all constructs, suggesting an acceptable fit.
- FITm measure the total variance of all indicators explained by a particular set of measurement model specifications. Specifically, a FITm value of 0.641 (with a range of 0 to 1) indicates an acceptable fit. In summary, all fit indices values showed that the model generally has a good fit.

5. Discussion and implications

Our research examined the links between the pressure exerted by primary and secondary stakeholders and the sustainable longevity of family SMEs, evaluating how CSR practices mediate these relationships. In general, the results show a positive and significant influence of social responsibility practices on sustainable longevity in family SMEs. The outcome supports the findings of Shabir et al., (2020) that family SMEs adopt stakeholder-centric strategies and socially responsible behaviors to ensure sustainable survival.

The results show that Tunisian family firms have adopted CSR mainly under pressure from primary stakeholders such as, government, shareholders, and creditors. The integration of CSR practices in family SMEs takes into account the significant role and influence of their owners, particularly because of their greater power due to the concentration of ownership among family members. Owners are motivated by the search for subventions, fear of sanctions, or desire to comply with the law (Ben Hassine and Ghazzi-Nékhili, 2013; M'hissen et al., 2022). The results are in line with other research, where pressure from the government and shareholders are classified by SMEs as fundamental to motivate them to implement sustainable practices in their business (Porciúncula Júnior and Andreoli, 2023; Ortega et al., 2025). Family SMEs receive less pressure from secondary stakeholders to implement sustainable practices. This is explained by the fact that Tunisian SMEs have lower levels of slack resources and do not always able to satisfy all stakeholders' demands (M'Hissen et al., 2022). This result contradicts previous studies, who argue that family SMEs are more likely to engage with secondary stakeholders and incorporate their pressures and expectations into corporate social responsibility (CSR) strategies (Ingenbleek and Dentoni, 2016; Maggioni and Santangelo, 2017)

The findings of this study have significant theoretical and practical implications for the field of family firms. Firstly, they contribute to the advancement of knowledge regarding the determinants of the sustainable survival of family SMEs in developing countries (Shabir et al., 2020; Grissa and Lakhal, 2023). Secondly, this research extends the scope of family business studies beyond the traditional family-business relationship by elucidating the critical role of stakeholder pressure in the adoption of CSR practices among family SMEs. This aligns with the principles of Stakeholder Theory, which suggests that firms enhance their long-term sustainability by responding to stakeholder pressure (Manzaneque-Lizano et al., 2019; Dmytriiev et al., 2021; Awa et al., 2024). Notably, this study identifies the specific stakeholders that influence family SMEs to implement CSR practices within the Tunisian context and contributes to the literature on family SMEs by validating the measurement scales of the variables studied in a different context.

Our findings contribute to the ongoing efforts of primary and secondary stakeholders to support Tunisian family firms. Family SMEs primarily seek assistance from public authorities, who are urged to recognize the importance of establishing a genuine public-private dialogue and facilitating access to finance that underscores their societal approach. Since the concept of CSR has gained particular significance in the post-revolution social and political movement of January 2011, Tunisian family SMEs are not exempt from addressing social and environmental issues. They require more support from secondary stakeholders to implement sustainable practices and enhance the socio-economic conditions of the local context in which family firms are deeply rooted. If the media and local communities actively engage or effectively communicate their expectations, the impact of their pressure on the implementation of social responsibility practices in family businesses will be more pronounced. In conclusion, this study has certain limitations. First, focusing on the Tunisian context allows us to draw detailed conclusions for this specific setting, but the relationships we identified may not hold true in other

contexts. Future research should incorporate diverse cultures to assess the robustness of our model in different economic environments. Second, this study only examines the mediating role of CSR practices. Future research could explore others mediating or moderating effects in the relationship between stakeholder pressure and sustainable longevity of family firms, such as community embeddedness, as they increase the likelihood that family firms will engage in CSR implementation (Stock et al., 2023).

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Appendix

- *Measurement of primary stakeholder pressure*

Governments

Customer/suppliers

Employees

Shareholders

Creditors

Competitors

- *Measurement of secondary stakeholder pressure*

Community/society

NGOs

Media

- *Measurement of CSR practices in family SMEs*

Subscale Environment (EVT)

1. Minimize the environmental impact of your business activities
2. Design products and packaging that can be re-used, repaired or recycled
3. Goes voluntarily beyond legal environmental regulations
4. Regularly conducts environmental audits
5. Reuses and recycles materials
6. Adopts measures for ecological design in product/services
7. Implement programs for the use of alternate energy
8. Implement programs to reduce water consumption
9. Makes energy-saving investments

Subscale Employees (EMP)

1. Employees' interests are taken into account in company decision-making
2. Support employees who wish to continue or upgrade their education/training
3. Help the employees find suitable work/life balance (flexible working hours)
4. Recognizes the importance of stable employment for your employees and society (in the local area)
5. Develop/Implement regular training programs
6. Assess employees work/labour environment on a regular basis

Subscale Local Community (LC)

1. Incorporates/includes local community interests in company decision making
2. Support sports or cultural activities in the local community
3. Maintain clear relations with local government authorities
4. The business considers itself part of the local community and care about its development
5. Support programs for the disadvantaged

Subscale Customers (CUST)

1. Meets its commitments with quality and fair price
2. Inform customers about the proper use of their products and warnings of potential risks
3. Take measures to prevent customer complaints
4. Respond to customer complaints or inquiries

- *Measurement of Sustainable longevity of family SMEs*

- Subscale Strategic Perspective (SP)

1. Our company has well-articulated long-term vision.
2. Our company has successfully implemented competitive strategies in the past 5 years.
3. Our company has a clear vision for its future.
4. Our company has a better strategy for long-term future sales growth.
5. Our company believes that we exist to serve the needs of our customers.

- Subscale Customer Orientation (CO)

1. Our company has been able to provide its products at low prices since long.
2. Our company maintains long-term close relationships with the customers.
3. Our company consistently searches for new low-cost locations for its long-term survival.
4. Our company provides multiple communication channels to the customers for a long-term relationship.
5. Our company always strives to delight customers rather than only meeting the customers' needs.
6. Our company has integrated processes/systems to interact with the customers for a long-term relationship.

- Subscale Financial Strength (FS)

1. Our company adopted adequate internal controls to prevent inaccurate financial reporting.
2. Our company has the positive cash flow to meet its long-term debt payments.
3. Our company has adequate financial resources to survive in the long run.
4. Our company has a higher return on capital necessary for long-term survival.
5. Our company has the positive cash flow to meet its short-term commitments.
6. Our company is expected to maintain its profit margin to survive in the long run.
7. Our company generated a higher profit margin in the past 5 years compared with the industry average

- Subscale Learning and Growth (LG)

1. Our company's employees have the required level of skills for the assigned jobs.
2. Our company's employees are empowered in making long-lasting decisions.
3. Our company continually improves all aspects of processes and systems for long-term survival.
4. Our company searches for continued learning and improvement after the new installations.

- Subscale Internal Capabilities (IC)

1. Our company remained more successful in waste reduction in the industry since long.
2. Our company ensures an effective coordination of all departments in the product development process.
3. Our company ensures that new product/service design is thoroughly reviewed before it is delivered.
4. Our company offers high-quality products/services for long-term existence.
5. Our company is considered as the most efficient producer in the industry since long.
6. Our company strategy for competitive advantage is based on the customers' needs.